



School of Business

Mikkeli Campus

Effects of ingratiation and self promotion on warmth and competence

Verner Hietanen

International Business
Bachelor's Thesis
Supervisor: Paurav Shukla
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Title of thesis: Effects of ingratiation and self promotion on warmth and competence
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Supervisor: Paurav Shukla
Objectives: <p>The objectives of this study are to explore the impression management tactics of ingratiation (e.g. name-dropping) and self-promotion (e.g. bragging), finding out how commonly they are used, understanding their effectiveness in increasing likability and competence as well as discovering how individuals can be likable and competent at the same time.</p>
Summary <p>The study explores the earlier impression management theory, particularly the stereotype content model. To explore the frequency and effectiveness of the tactics, as well as unravel simultaneous occurrence of warmth and competence, a survey was conducted. The effects of the results for the impression management theory are discussed.</p>
Conclusions <p>The study's fictional character Nathan was perceived warmer when he used ingratiation. This survey outcome reinforces ingratiation's positive effect on perceived warmth. Managers and people in general should keep this in mind when interacting in their daily lives and not only use this tactic when they want to be perceived as warm but also be aware of others' ingratiation which may or may not be genuine.</p>
Key words: impression management, ingratiation, self-promotion, warmth, competence
Language: English
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ABSTRACT

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1. INTRODUCTION

1.1. Background

Impression management is not only observed in organizations, but it is a part of our everyday life. No matter where you are, people are considering how others notice and perceive them. This is true in both, social circles, and organizations. Work outcomes are affected not only by people's skills and personality, but also by people's perceptions of those same areas. Therefore, employees and managers have an incentive to alter perceptions in their favour to promote and benefit their own position in the organisation.

Although researchers are increasingly aware of the implications of impression management, many questions are still yet to be answered, for example, combinations of impression management tactics haven't been thoroughly studied. In addition, a recently discovered inverse relationship with ingratiation and self-promotion makes achieving simultaneous warmth and competence a hard task for many people. That is why this thesis also explores to what degree people can be perceived warm and competent at the same time.

1.2. Definitions

Impression management – Behaviours used to attain a desired image

Ingratiation – An impression management tactic used to appear likable

Self-Promotion – An impression management tactic used to appear competent

Warmth – A trait of being pleasant and likable

Competence – A trait that signifies ability and skill

1.3. Research Problem

Traditionally, it is understood in the impression management theory that ingratiation tactics are used to improve one's likability and self-promotion methods are used to improve one's competence. This research questions whether it is possible to be likable and competent at the same time. At first, it might seem obvious that it is possible by just engaging in ingratiation- and then self-promotion methods. However, according to Bolino, Long and Turnley (2016), to appear competent for example, people might want to avoid certain ingratiation behaviours such as seeking advice so that they do not lose their image as a know-it-all person. Surprisingly, another more recent research has found that ingratiation behaviour in the form of advice-seeking increases not only one's likability, but competence as well (Brooks et al., 2015). This may work vice-versa as well by using different tactics.

These findings raise a question: what are the impression management tactics that raise both likability and competence and what methods increase one but lower the other. For example, if a very likable worker starts boasting about their achievements, their co-workers might believe that they are competent, but simultaneously become insecure about their own lack of achievements and thus become resentful towards the worker, who is suddenly not very likable anymore. In the end, I intend to tie previous knowledge and my research together to give advice on what is the best way to appear competent but likable at the same time in the organization context.

1.4. Research Questions

- I. What are the most often utilized tactics of ingratiation and self-promotion?
- II. To what degree are these tactics effective in appearing likable and competent?
- III. How can individuals appear likable and competent at the same time?

1.5. Research Objectives

- i. Exploring the impression management tactics of ingratiation (e.g. name-dropping) and self-promotion (e.g. bragging) and finding out the frequency of their use
- ii. Understanding their effectiveness in increasing likability and competence.
- iii. Discovering how individuals can be likable and competent at the same time.

2. LITERATURE REVIEW

2.1. Introduction

This literature review addresses the past theories and concepts that have been used to explain impression management. The review of literature mainly focuses on arguably the two most important impression management methods: ingratiation and self-promotion. The aim of the literature review is to explore impression management articles from the 1970's to the present and discuss how they contributed to the theory of impression management. Additionally, the review will cover the work carried out in warmth, competence, ingratiation and self-promotion and consider the incidence and effectiveness of ingratiation and self-promotion. In the end, it will elaborate how the two tactics affect warmth and competence by covering the Stereotype Content Model. In the source material as well as the thesis, terms of likability and warmth are used interchangeably as they mean the same thing in impression management context.

2.2. Impression management

People care how they are perceived by others, especially in organizations where impressions can affect work outcomes such as hiring decisions, performance evaluations and promotions (Bolino et al., 2008). People use impression management to create desired impressions of themselves to others either consciously or unconsciously (Jones and Pittman, 1982). Consistent with the findings of Bolino et al. (2008), Cheng et al. (2014) discovered that impression management tactics can function as a catalyst for work outcomes resulting from task performance. They claimed that ingratiation can influence certain work outcomes if the worker is performing well. They found that well-performing employees receive a bigger raise in their one-year salary when using ingratiation compared to other well-performing workers.

According to Cheng et al. (2014), self-promotion made an employee more satisfied on their careers after performing well compared to those who did not use self-promotion. This makes sense because self-promotion increases perceptions of competence in

the workplace, which leads to positive work outcomes and thus, to a more satisfying working life. However, this research concerned only short-term implications. A good performance appears to be a prerequisite for the utilization of impression management in the workplace. Impression management tactics can boost performance outcomes, but they cannot cover or compensate for an overall weak performance.

Bolino, Klotz and Daniels (2014) researched the implications of long-term impression management and found that in laboratory conditions, the repeated use of ingratiation had a positive effect on one's perceived performance. Although Jones et al. (1982) stated that demonstration of competence is one of the most effective way to self-promote, it cannot be stated that long-term ingratiation directly increases one's perceived competence. Bolino et al.'s (2014) research implies that there is a significant difference in using impression management short term versus long term. For example, likability was not affected by long term impression management tactics whereas in the short-term, impression management tactics do have an effect. Also, supervisors should be aware when their subordinates manipulate their first impressions so they can make more accurate evaluations. Kingsley, Reno and Heuett (2015) showed that supervisors who gave positive feedback were evaluated as being more positive compared to those who gave negative feedback. As a result, it should be considered not to be overly critical if popularity among subordinates is a priority to the supervisor.

2.3. Impression management tactics

Jones and Pittman (1982) created the first conceptual impression management framework (Table 1), which consisted of five main impression management methods: ingratiation, intimidation, self-promotion, exemplification and supplication, which were meant to be used in interpersonal interactions to convey yourself as likable, dangerous, competent, worthy and helpless, respectively. They found that different impression management strategies do not function in isolation, especially warmth and competence. They stated that impression management tactics can also precede each other. For example, self-promotion can precede intimidation to evoke respect and fear in others. In addition, they stated that a person's impression management strategies such as intimidation can influence others' strategies, for instance, eliciting supplication.

However, the main limitation of the study is that these combinatory effects were only generally acknowledged and not researched further.

Table 1. A taxonomy of self presentation strategies classified primarily by attribution sought, 1982

	attributions sought	negative attributions risked	emotion to be aroused	prototypical actions
1. Ingratiation	likable	sycophant, conformist, obsequious	affection	self-characterization, opinion conformity, other enhancement, favors
2. Intimidation	dangerous (ruthless, volatile)	blusterer, wishy-washy, ineffectual	fear	threats, anger (incipient), breakdown (incipient)
3. Self-promotion	competent (effective, "a winner")	fraudulent, conceited, defensive	respect (awe, deference)	performance claims, performance accounts, performances
4. Exemplification	worthy (suffers, dedicated)	hypocrite, sanctimonious, exploitative	guilt (shame, emulation)	self-denial, helping, militancy for a cause
5. Supplication	helpless (handicapped, unfortunate)	stigmatized, lazy, demanding	nurturance (obligation)	self-deprecation, entreaties for help

Bolino, Varela and Tunley, (2006) examined how perceptions of organisational citizenship behaviour (OCB) are affected by impression management and found a positive link between impression management tactics towards supervisors and ratings of OCB. However, the tactics are not equally effective: Job-focused tactics were perceived as negatively related to ratings of OCB, whereas supervisor-focused tactics were positively related to the same ratings. This means that, for example, ingratiation tactics such as flattery towards supervisors enhance worker's image of being a good organizational citizen. Conversely, exemplification-like behaviours such as consciously trying to appear as good organizational citizens had a negative effect on OCB ratings. Being a good organizational citizen means having a healthy balance between warmth and competence so both traits exceed the minimum threshold. In the organizational environment, ingratiation towards supervisors enhances warmth but also competence because of the halo effect, which positively affects ratings of OCB. This effect works vice-versa as well. Bolino et al. (2006) found a positive link between employee's OCB and ratings of likability and competence at the workplace. The

literature review will later cover how impression management works differently a noncomparative (e.g. workplace) versus comparative (e.g. interview) contexts.

The results could be interpreted in a way that organizational citizenship behaviour is not important and all that matters is focusing efforts directly toward supervisors to appeal more likable. This is not the case however, since OCB is valued at the workplace. Only when employees are consciously trying to appear job-oriented, supervisors can sense it as manipulative and react negatively to it. Supervisors can sense whether an employee is genuinely interested in being a good organisational citizen or just trying to appear dutiful and get lazy as soon as the supervisor turns their back. The causes of this effect were addressed by Gordon (1996), who stated that when people think that they are being manipulated, other people's impression management tactics are less likely to work on them.

2.4. Ingratiation

Ingratiation refers to using tactics such as flattery or matching your opinion with others to appear more likable, warm and attractive. Jones et al. (1982) defined three factors that influence the likelihood of using ingratiation. First factor is incentive value, which governs how much one values the achievable image of likability. Positive work outcomes often function as incentive value in organizations. Second factor is subjective probability, which measures the probability of an impression management strategy working depending on the situation. The third factor is perceived legitimacy, which means how much the action is appropriate in the situation and aligns with one's internal morals. People have unique behaviours and these factors affect the different people's use of ingratiation in different situations.

It matters if other people are aware of the ingratiation's incentive value, which the ingratiation's dilemma illustrates well: If people are aware that a positive outcome of the situation is exceedingly important to you, they are more likely to see attempts of ingratiation as contrived. (Vonk, 2007). This has caused ingratiation to have a manipulative reputation in situations where a grand positive outcome is desired.

Nguyen et al., (2008) questioned the manipulative reputation of impression management and argued that it is useful not only in getting smoothly through social interaction but also in enhancing teamwork satisfaction. According to their research, ingratiation had a positive effect on individual's satisfaction in teams which lead to other members to see them as warmer. Self-promotion correlated weakly and ingratiation correlated strongly with common OCBs: altruism and conscientiousness. Because of these reasons, managers may want to hire a warm but incompetent person over a competent and cold "jerk" (Cuddy et al., 2011). In addition, Nguyen et al. (2008) found that the degree of impression management motives' sincerity had a direct relationship with the individual's image of likability inside a working team. Ingratiation and self-promotion are therefore the most effective when they are not used manipulatively to benefit your own agenda, and instead, emerging spontaneously during socializing with others.

Higgins, Judge and Ferris (2002) found that combining ingratiation and rationality or ingratiation with a tactic related to personal power, is more effective in boosting work outcomes than using ingratiation on its own. The effect is more evident in assessment centres compared to real working life success. Like Jones et al. (1982), Higgins et al. noted that although ingratiation is effective in work outcomes, its effectiveness in real life is much harder to dissect due to individual differences and environmental and contextual factors. Aligning with the previous findings, Gordon (1996) found ingratiation to strongly increase one's perceived attractiveness (warmth) and a weakly increase one's perceived competence, which employees can make use of to improve work outcomes. In addition, co-workers can influence employees' perceptions of the supervisor. Foulk and Long (2016) found that if the co-workers use ingratiation towards the supervisor, a newcomer to the firm is more likely to ignore supervisor's bad attributes. However, in the presence of the supervisor, the impact is not as big.

2.5. Self-promotion

According to Jones et al. (1982), self-promotion refers to displaying and taking credit of your achievements and accomplishments. They discovered three ways to self-promote in an increasing order of effectiveness: praising yourself, being praised by

others and demonstrating competence. This makes sense since it is much harder to fake demonstrations of competence than lie about being competent. For example: it is much harder to pretend selling products than it is to claim being a good salesman. Thus, people are more likely to view a demonstration of competence as honest, which makes it one of the most effective self-promotion strategies.

A more intense version of self-promotion is boasting. Packard et al. (2016) argued that the more trustworthy (warm) a person is, the more boasting affects one's perceived impressions. This aligns with the research of Nguyen et al. (2008) and Bolino et al. (2008) which emphasized the importance of impression management's sincerity in its effectiveness. Conversely, humblebragging, which means self-appraisal spoken in a more understated manner, is counterproductive (Bolino et al., 2016). In addition, people should consider that in a job interview, direct self-promotion (e.g. showing accomplishments) is more effective in short term hiring decisions whereas indirect self-promotion (e.g. naming one's intangible traits) is more effective in future hiring decisions (Proost, Germeys and Schreurs, 2012). Waung et al. (2016) investigated the job interview and argued that lower intensity self-promotion and ingratiation are ways to increase perceptions of job fit. These mixed results suggest that context plays a grand role in the use of impression management.

Rudman (1998) investigated the social costs of women's self-promotion that can result from acting in a counterstereotypical manner. The effects varied based on the gender of the recipient of impression management: Females perceived self-promoting women more competent but less warm, unlike males, who perceived self-promoting women less competent. These differences are result of the fact that women are stereotypically perceived warmer than men. These findings imply that to use impression management effectively, women should consider their target audience and evaluate whether they should avoid acting contrary to stereotypes and self-promote based on the predicted social costs. Men should be aware of this effect especially in a professional setting and not judge women's competence based on this stereotype.

Keeping the audience cognitively engaged can increase the effectiveness of self-promotion. Fragale and Grant (2015) found that people who self-promote can be perceived as having a higher status if their audience is mentally busy compared to when they are not. Additionally, they argued that a busy mind made people forget who said what. This source misattribution can mitigate the warmth reducing side effect of self-promotion. Keeping these findings in mind, impression management tactics are proven effective in the organization context. However, to make widely applicable conclusions about the combinations of impression management tactics, they need to be further researched.

2.6. Stereotype content model

Fiske et al. (2002) found that people perceive different out-groups (groups that a person is not part of) in 2 primary dimensions: warmth and competence. People are categorized in these stereotype out-groups, which are used to form perceptions of an individual in the out-group. The Stereotype Content Model (SCM) (Fiske, Cuddy, Glick and Xu, 2002) organises different stereotype groups into different clusters based on how they are perceived in the warmth-competence dimension. For example, as it can be seen in Figure 1. (Fiske et al., 2002), the findings suggest that stereotype groups are often ambivalent, being perceived as either high on warmth and low on competence or high on competence and low on warmth. Empirical evidence suggests that warmth and competence share an inverse relationship, which makes perceptions of simultaneous warmth and competence harder to attain. The SCM illustrates this in the Figure 1. (Fiske et al., 2002) where no out-group is simultaneously high in warmth and competence. According to the SCM, only in-groups can achieve simultaneous warmth and competence.

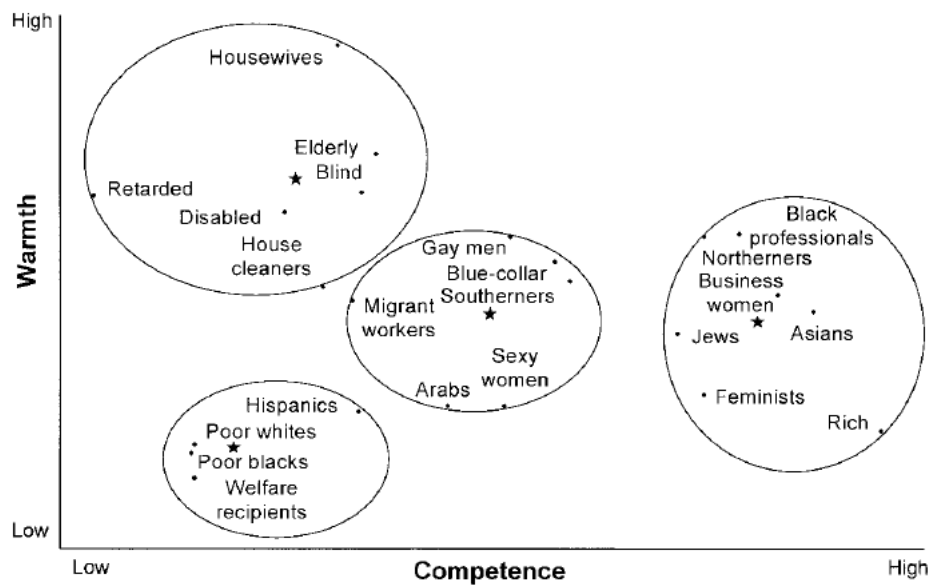


Figure 1. Four-cluster solution, Study 1, long survey, student sample, 2002

Table 2. (Fiske et al. 2002) illustrates the different emotions toward stereotype groups in different warmth-competence combinations. This framework illustrated that many stereotype groups can be perceived high in one dimension but low in another. For example, the elderly are seen as warm but low on competence whereas the rich are seen as competent but low on warmth. The researchers found status to predict perceived competence, and competition to predict low warmth. Eckes (2002) further confirmed this theory by conducting a similar study with identical results. In addition to confirming the previous discoveries, he found interdependence to predict perceived warmth. For example, students see the rich as stereotypically cold, but if a student group member can form a relationship that benefits both members of the two groups, students can perceive the rich as warm. Although further exploration is needed, being part of the in-group or forming interdependent relationships with out-groups could certainly make people perceive you as warm and competent at the same time. Whether these situations can be achieved through impression management, is a topic for future research.

Table 2. Four Types of Out-Groups, Combinations of Status and Competition, and Corresponding Forms of Prejudice as a Function of Perceived Warmth and Competence, 2002

Warmth	Competence	
	Low	High
High	Paternalistic prejudice Low status, not competitive Pity, sympathy (e.g., elderly people, disabled people, housewives)	Admiration High status, not competitive Pride, admiration (e.g., in-group, close allies)
Low	Contemptuous prejudice Low status, competitive Contempt, disgust, anger, resentment (e.g., welfare recipients, poor people)	Envious prejudice High status, competitive Envy, jealousy (e.g., Asians, Jews, rich people, feminists)

These stereotypes can hinder optimal decision making in organizations unless decision makers are aware of them. To prevent stereotype side effects, Cuddy et al. (2011) suggested organizations to promote egalitarian values, objectively measure people's work performance as well as hold decision makers accountable for making fair judgements. The guidelines would allow employees to use impression management effectively without the stigma of their respective stereotype.

2.7. Warmth

In Fiske et al.'s (2002) Stereotype Content Model, one of the two dimensions is warmth, which refers to being attractive and likable. Most often, it is the attribute that people seek using ingratiation (Jones et al., 1982; Haber et al., 2017). Warmth (or lack thereof) is the first trait that people notice when it comes to social interaction with another person because humans are primarily concerned with the other's possibly malicious intentions, whereas identifying one's competence is secondary (Cuddy et al., 2011). Therefore, warmth is a paramount goal of impression management in most situations, and according to Jones et al. (1982), ingratiation is the most common impression management tactic.

Warmth elicits emotions of pity or admiration depending if the person's competence is low or high respectively (Fiske et al., 2002; Eckes, 2002; Cuddy et al., 2011). This suggests that warmth is clearly tied into competence, which managers should be aware of when, for example, evaluating subordinates. Moreover, if people are trying to seek the above-mentioned emotions from others by using warmth-inducing impression management tactics (e.g. ingratiation), they should be aware of their degree of competence as well.

Trying to achieve warmth can sometimes have negative side effects. Inesi et al. (2014) discovered that when subordinates ingratiate towards the supervisors, it triggered self-objectification in them, which indicates that being in a position of power can sometimes lead to objectifying oneself.

2.8. Competence

Whereas warmth concerns a person's trustworthiness, competence indicates one's ability to carry out their intentions (Cuddy et al., 2011). Self-promotion is an effective tactic in increasing perceptions of competence (Jones et al., 1982) and improving hiring chances in the selection interview (Proost et al., 2010). In addition, instead of using self-promotion to appear more competent, impression managers can consciously seek to appear less warm (Holoien et al., 2011; Swencionis et al., 2016), especially when talking to a person with a higher status than yourself (Swencionis et al., 2016).

The using frequency of impression management tactics varies across different cultures. Pollach et al. (2011) researched the national differences when it comes to appearing competent as a CEO and found that North-American CEOs use impression management more than their counterparts in other continents. According to the research, CEOs in North-America are different from European CEO's in their choice of impression management tactics: North-American CEOs are more likely to enhance their image of competency through taking leadership roles in associations, being social, being mentioned in media as well as involvement in politics. In contrast, the

European CEOs present themselves as more involved in the actual business side of their company activities. This is possibly a result of self-promotion being more effective in North-American culture.

2.9. How ingratiation and self promotion affect warmth and competence

Jones et al. (1982) pointed out the influential relationship between warmth and competence, which is visualized in the Stereotype Content Model where half of the out-groups are ambivalent in the warmth-competence dimension. Cuddy et al. (2011) extended this further by examining the different combinatory effects of the two tactics. They found perceptions of simultaneous warmth and competence beneficial to the individual: "People judged as warm and competent elicit uniformly positive emotions and behaviour: admiration, help, and association" (Cuddy et al., 2011, p.53). Conversely, individuals judged low on warmth and competence evoked negative emotions, namely contempt, neglect, and attack, which is a massive disadvantage for people in such groups.

Haber et al. (2017) noted that the social norms influence the use of impression management. They found that the more the staff normally display competency at the workplace, the more likely an individual seeks to appear competent. This finding validates the existence of stereotypes as, at least, judging competence based on the group's stereotype is not entirely incorrect, especially if there is no time to consider the individual's personal competence.

Numerous articles have compared and contrasted warmth and competence and found that their relationship is essentially inverse. (Cuddy et al. 2011, Fragale et al. 2015). Difficulties arise, however, when the environmental context is considered. Areas where significant differences have been found include comparative and non-comparative contexts where Cuddy et al. (2011) found that halo-effect tends to occur in non-comparative contexts such as the everyday work environment but not in comparative environments such as the job interview. Halo-effect refers to the phenomenon in which a person is more likely to be perceived having good attributes

if they are overall well evaluated (Nisbett et al., 1977). The halo-effect may explain the high coexistent warmth and competence when it comes to in-groups in the SCM.

The findings in the stereotype content model (Fiske et al., 2002) are similar to Cuddy et al.'s (2011) conclusions, which indicate that in comparative contexts, increases in one dimension lead to decreases in the other. For example, self-promoters were judged as less warm than people who did not self-promote and vice-versa. An exception was discovered by Bitterly et al. (2018) when they found humour to be an impression management tool that would increase both warmth and competence at the same time. The reason for this is that humour is not only funny and attractive, it also requires plenty of skill to use in the right way. In addition, people tend to use more humour in in-groups rather than out-groups.

Holoien et al. (2013) tested whether it was possible to downplay your own competence to appear more likable and vice-versa. The results suggested that downplaying one dimension to increase another was an effective and a commonly utilized impression management strategy. This discovery is comparable to the findings of Swencionis et al. (2016) who found that high-status people belittled their own competence towards low-status people to appear likable. Conversely, low-status people downplayed their likability towards high-status people to be perceived more competent. In some situations, downplaying competence can turn out to be the most efficient way to increase one's likability since, according to Klotz et al. (2018), ingratiation can deplete the user's self-control resources unlike self-promotion. However, further research is required to find out which is more effective: self-promotion or downplaying warmth.

3. METHODOLOGY

3.1. Research approach and Design

Primary and secondary research was used to directly find information about the using frequency and effectiveness of ingratiation and self-promotion as well as possibility of simultaneous warmth and competence. A survey was used as a form of primary research. It was designed using Webropol surveys, which allowed for an easy collection and exportation of data to SPSS. To find out tendencies among the respondents, two existing scales were used in the survey:

1. The self-presentation tactic scale (Lee et al., 1999) to find out the frequency of ingratiation and self-promotion.
2. Five-item competence and warmth scales (Fiske et al., 1999) to map the effectiveness of ingratiation and self-promotion.

Lee et al.'s (1999) self-presentation tactic scale consists of statements that predict different impression management behaviours. The scale consists of 12 tactics, each having about five statements that best represent a given tactic. From the self-presentation tactic scale, only two tactics are used: Ingratiation and Enhancement (self-promotion).

To find out the effectiveness, a small story, starring a fictional character called Nathan, was shown to the respondents in which ingratiation and self-promotion were manipulated randomly so that Nathan would use ingratiation in some surveys and self-promotion in others. The character's gender was chosen as male because men are evaluated similarly between genders whereas self-promoting women can be perceived either more- or less competent depending on the perceiver's gender (Rudman, 1998). The respondents that then evaluated the person's warmth and competence using Fiske et al.'s (1999) Five-item competence and warmth scales.

3.2. Data collection

Survey was chosen as the method for primary research, because it was the most efficient way to collect a large amount of responses from a diverse population. It was first sent to student peers as an email which explains the large number of Finnish respondents. After that, the survey was posted to SurveyTandem.com, a website where you can get survey responses in exchange of answering other people's surveys. This explains why the nationality of the sample was quite diverse.

4. FINDINGS

4.1. Respondent profile

The amount of responses was 67. The mean age of the respondents was 23,1 (Figure 2) with 22 as the median age which was impacted by two significant outliers of 53 and 42. 64 percent of the respondents were female (N=43) and 36 percent were male (N=24) (Figure 3).

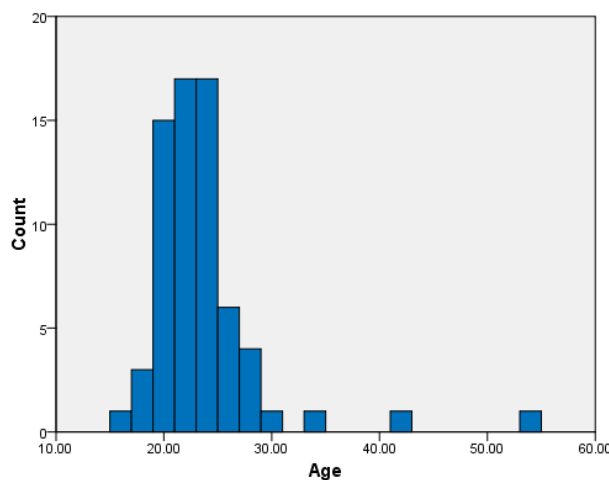


Figure 2. Age of respondents

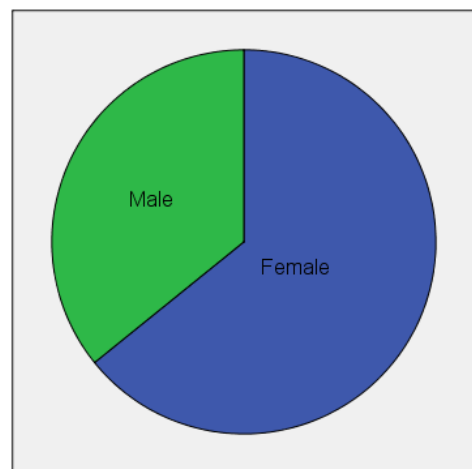


Figure 3. Gender of respondents

Appendix 1 shows that 22 different nations were represented in the sample although 39 percent of the respondents were Finnish, nonetheless.

4.2. Reliability analysis

A Cronbach's Alpha test was conducted to test the internal consistency of the different scale items. Many researchers such as Nunnally (1978) consider a value of at least 0,7 is required for a reliable result (Peterson, 1994). The results can be regarded as reliable as this condition is satisfied.

Table 3. Results of Cronbach's Alpha test

Scale	Cronbach's Alpha
Ingratiation	0,808
Self-promotion	0,766
Warmth	0,822
Competence	0,728

4.3. Hypotheses testing

4.3.1. Using frequency of ingratiation and self-promotion

SPSS was used to calculate and analyse the results. To answer what is the most commonly used tactic, the mean value of Lee et al.'s (1999) self-presentation scales was calculated. The result was that the mean value of ingratiation was 3,0, and for self-promotion, it was 3,9 as Table 4 illustrates. Since the question choices were formulated on a 5-point Likert scale with five being strongly disagree and one being strongly agree, it can be stated that in this survey, ingratiation was more frequent.

Table 4. Means of ingratiation and self-promotion

Statistics		MEANSELFPR	
		MEANINGRAT	OM
N	Valid	67	67
	Missing	0	0
Mean		3.0317	3.8776
Median		3.0000	4.0000
Std. Deviation		.66084	.66874

In the survey, respondents were asked to state how much they agreed on ingratiation and self-promotion related statements from Lee et al.'s (1999) self-presentation scales. As previously noted, ingratiation's mean is lower which means it is used more often than self-promotion. Therefore, it seems like the tactics are not associated with each other. Thus, the null hypothesis (H_0) is that the two tactics are independent. To test

this, a chi-square test was conducted, where significance level of 0,05 was used. To increase the expected count per cell which fills the validity of a chi-square test, the variables were reduced into two groups: tactic users and non-users.

Chi-Square Tests					
	Value	df	Asymptotic Significance (2- sided)	Exact Sig. (2- sided)	Exact Sig. (1- sided)
Pearson Chi-Square	2.431 ^a	1	.119		
Continuity Correction ^b	1.332	1	.248		
Likelihood Ratio	2.749	1	.097		
Fisher's Exact Test				.225	.123
Linear-by-Linear Association	2.395	1	.122		
N of Valid Cases	67				

a. 2 cells (50.0%) have expected count less than 5. The minimum expected count is 2.93.

b. Computed only for a 2x2 table

As it can be seen from the SPSS output, the Person Chi-Square significance value is 0,119 which is more than the chosen significance of 0,05. Therefore, the null hypothesis is not rejected, and it can be concluded that not enough evidence was found to suggest a significant connection between the use of ingratiation and self-promotion. However, this result may not be reliable as two of the four cells have an expected count less than five.

4.3.2. Impression management effect on stereotypes

The second research question asked, to what degree are these tactics effective in increasing warmth and competence. For example, based on the story, do people feel Nathan warmer when he uses ingratiation and more competent when he uses self-promotion? As it can be seen from Appendix 2, the means of Fiske et al.'s (1999) self-promotion scales were different: People perceived Nathan as warmer when he used ingratiation and more competent when he used self-promotion. To test the significance of this observation, the means of the self-promotion scales were compared using a T-test (Table 4) to find out if the said differences in the story impacted people's perceptions of Nathan, and therefore, validate the effectiveness of the tactics.

Table 5. Independent samples t-test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
MEANCOMPTE	Equal variances assumed	.493	.485	-1.799	64	.077	-.25889	.14392	-.54641	.02863
	Equal variances not assumed			-1.737	49.119	.089	-.25889	.14906	-.55841	.04063
MEANWARMTH	Equal variances assumed	.001	.973	2.533	64	.014	.44222	.17461	.09340	.79105
	Equal variances not assumed			2.508	58.985	.015	.44222	.17635	.08934	.79511

As Levene's test indicates, the significance is higher than 0,05 in both cases so equal variances are assumed. The significance value of MEANWARMTH was 0,014 which is lower than the chosen significance of 0,05. Therefore, ingratiation has had a significant impact to perceived warmth. When it comes to competence, the significance value of MEANCOMPTE was 0,077 which is higher than the chosen significance of 0,05. Therefore, self-promotion has not had a significant impact to perceived competence, although the result is close to being significant.

4.3.3. Warmth and competence at the same time

A chi-square analysis was conducted to find a relationship between Nathan's use of ingratiation and self-promotion as well as people's perceptions of him as warm and competent. Again, the variables were reduced to two groups: those who answered between 1-3 got a value of 1, and those who answered between 3-5, got a value of 2. To find out whether there is a relationship between the tactics and the perceptions, four chi-square tests were conducted.

1. Ingratiation and competence
2. Ingratiation and warmth
3. Self-promotion and competence
4. Self-promotion and warmth

Table 6 shows no considerable relationship between ingratiation and competence since the Pearson significance value of 0,234 is higher than the chosen 0,05. Since 50 percent of the cells are expected to count to less than five, no further conclusions can be made.

Table 6. Analysis of independence - ingratiation and competence

Chi-Square Tests					
	Value	df	Asymptotic Significance (2- sided)	Exact Sig. (2- sided)	Exact Sig. (1- sided)
Pearson Chi-Square	1.414 ^a	1	.234		
Continuity Correction ^b	.028	1	.867		
Likelihood Ratio	1.766	1	.184		
Fisher's Exact Test				.418	.418
Linear-by-Linear Association	1.393	1	.238		
N of Valid Cases	67				

a. 2 cells (50.0%) have expected count less than 5. The minimum expected count is .42.

b. Computed only for a 2x2 table

Table 7 shows analysis of the independence of ingratiation and warmth. The result is valid since the expected count is above 5 in all cells. Being higher than 0,05. Pearson significance of 0,248 means that there is no notable evidence to support their simultaneous occurrence.

Table 7. Analysis of independence - ingratiation and warmth

Chi-Square Tests					
	Value	df	Asymptotic Significance (2- sided)	Exact Sig. (2- sided)	Exact Sig. (1- sided)
Pearson Chi-Square	1.333 ^a	1	.248		
Continuity Correction ^b	.816	1	.366		
Likelihood Ratio	1.331	1	.249		
Fisher's Exact Test				.317	.183
Linear-by-Linear Association	1.313	1	.252		
N of Valid Cases	67				

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 11.70.

b. Computed only for a 2x2 table

No prominent conclusions can be made on the correlation of self-promotion and competence, since 50 percent of the cells' expected to count was less than five.

Table 8. Analysis of independence – self-promotion and competence

Chi-Square Tests					
	Value	df	Asymptotic Significance (2- sided)	Exact Sig. (2- sided)	Exact Sig. (1- sided)
Pearson Chi-Square	.118 ^a	1	.731		
Continuity Correction ^b	.000	1	1.000		
Likelihood Ratio	.222	1	.637		
Fisher's Exact Test				1.000	.896
Linear-by-Linear Association	.117	1	.733		
N of Valid Cases	67				

a. 2 cells (50.0%) have expected count less than 5. The minimum expected count is .10.

b. Computed only for a 2x2 table

Moreover, self-promotion and warmth were not found to occur statistically significantly at the same time. This result also contained 50 percent of low-count cells, which hampered the test's validity.

Table 9. Analysis of independence - self-promotion and warmth

Chi-Square Tests					
	Value	df	Asymptotic Significance (2- sided)	Exact Sig. (2- sided)	Exact Sig. (1- sided)
Pearson Chi-Square	.562 ^a	1	.454		
Continuity Correction ^b	.119	1	.730		
Likelihood Ratio	.584	1	.445		
Fisher's Exact Test				.690	.373
Linear-by-Linear Association	.553	1	.457		
N of Valid Cases	67				

a. 2 cells (50.0%) have expected count less than 5. The minimum expected count is 2.93.

b. Computed only for a 2x2 table

5. DISCUSSION AND ANALYSIS

5.1. Frequency

The tactics' frequency was dissimilar: ingratiation was used moderately whereas self-promotion sparsely. This result might stem from the primacy effect which stated that warmth is the primary attribute that humans see in each other, because they need to separate a friend from a foe. This then might lead to ingratiation to be a more used tactic than self-promotion because competence is only secondary trait that people notice about you. Another reason why ingratiation was more used is that two thirds of the respondents were female to whom self-promotion can produce negative backlash effects which warmth does not induce and thus, avoid self-promotion in most situations.

People might not be aware that they use these tactics, because some impression management happens unconsciously (Jones et al., 1982). This might lead in discrepancies in the survey: For example, the ingratiators might have used impression management more consciously whereas self-promoters more unconsciously. In addition, the sample size was small (67), which increases the risk for skewed results.

5.2. Effectiveness

Ingratiation turned out to be the only tactic that showed statistical effectiveness. People did perceive Nathan warmer when he used ingratiation. This implies that ingratiation is an effective tactic to use in your daily live to increase perceived warmth. Even with the relatively small sample size, the result reliable result further confirms the previous findings of researchers such as Jones et al. (1982) who, in addition, noted self-promotion's positive effect on increased competence. In the hypothesis test, self-promotion was close to statistical effectiveness that may have been achieved with a bigger sample size.

5.3. Simultaneous warmth and competence

The chi-square test of the different combinations of warmth, competence, ingratiation and self-promotion did not imply a statistically significant relationship between any of the dimensions. Testing these types of correlations turned out inconvenient as the scales had to be simplified resulting in 2x2 tables in the chi-square test that benefits from larger samples. Since no positive correlation was found in the chi-square test, even between the properties most likely to be correlated: ingratiation and warmth, the outcomes of the test are problematic to analyse. With a bigger sample, this test would be well suited for a future study.

5.4. Managerial implications

There are namely two ways that managers can benefit from this finding. Firstly, the result implies that the effectiveness of ingratiation is stronger than the effectiveness of self-promotion which makes it more useful in most daily life situations. Secondly, managers should be aware of what tactics are used to influence them at the organisation. They should keep in mind the ingratiator's dilemma and question the motives of ingratiation directed at them, especially if the ingratiators have a high incentive to be perceived as warm. In such situations, people are likely to suspect the authenticity of the ingratiation, which reduces its effectiveness (Gordon 1996). Moreover, to prevent the self-objectification of the supervisors, subordinates should avoid using ingratiation toward them when it is obvious that the ingratiation is not sincere, in other words, when only used to push a button.

6. CONCLUSIONS

6.1. Main Findings

The objectives of the study were examining the use and effectiveness of ingratiation and self-promotion and to discover possible simultaneous increases in warmth and competence. A survey was conducted to explore the use, effectiveness and simultaneous occurrence of warmth and competence. The survey's outcome was that ingratiation is more commonly used than self-promotion. In the survey, the effects of ingratiation and self-promotion were tested with manipulating a sentence in Nathan's advice in a story. The result was that Nathan was perceived warmer when he used ingratiation, which is further evidence to confirm this already known relationship. Not enough evidence for the possibility of simultaneous warmth and competence through ingratiation and self-promotion was found.

The study's fictional character Nathan was perceived warmer when he used ingratiation. This survey outcome reinforces ingratiation's positive effect on perceived warmth. Managers and people in general should keep this in mind when interacting in their daily lives and not only use this tactic when they want to be perceived as warm but also be aware of others' ingratiation which may or may not be genuine.

6.2. Limitations and Suggestions for Further Research

The study's small sample size limited the reliability of the result. In addition, the sample was random, and the responses were gathered from all around the world. Thus, different cultures where impression management is used differently which may skew the result. For example, North-American CEOs use impression management more than European CEOs (Pollach et al., 2011). In addition, approximately half of the responses were gathered using SurveyTandem, a website which rewards people from only survey completion with a star rating of the response being a relatively low incentive for quality responses.

Although a lot of research has been done in the field of impression management, most of it focuses on examining only one impression management method at a time. Thus, there is still a lack of research when it comes to looking at combinations of impression management tactics (Bolino, Long and Turnley, 2016). As ingratiation and self-promotion failed to be proven to increase both- warmth and competence at the same time, future research could focus on why this happens and the psychological reasons for this phenomenon. In addition, as it came up in during the secondary research, there are tactics which seem to increase both dimensions, namely humour as well as keeping audience cognitively busy. These tactics could be tested in the future to determine if they are indeed effective in practice.

As previously noted, the chi-square test could be replicated with a bigger sample to discover possible new relationships between the tactics. In addition, it can be used to explore the inverse relationship between the two tactics. Moreover, this survey could be sent to people representing different stereotypes in the Stereotype Content Model to determine not only peoples perceptions of these stereotypes, but also how each stereotype perceives impression management differently.

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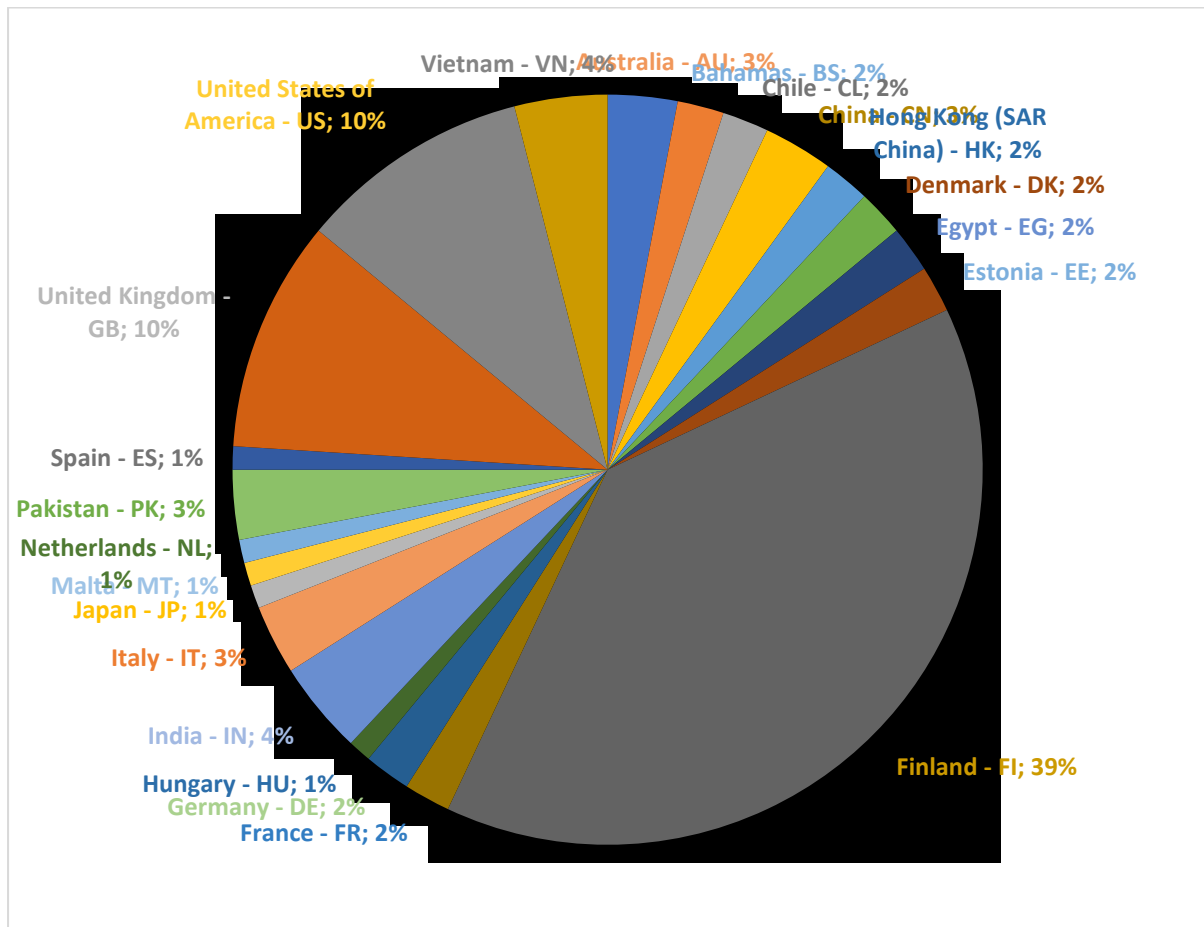
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APPENDICES

Appendix 1. Nationality of respondents



Appendix 2. Means of the self-promotion scales

Group Statistics					
	What kind of advice did Nathan give you?	N	Mean	Std. Deviation	Std. Error Mean
MEANCOMPTE	In job or life, you have to make sure that you have to show-off your competences and abilities regularly.	36	1.8944	.46718	.07786
	In job or life, you have to make sure that you praise the other person's qualities regularly.	30	2.1533	.69616	.12710
MEANWARMTH	In job or life, you have to make sure that you have to show-off your competences and abilities regularly.	36	3.2222	.67065	.11178
	In job or life, you have to make sure that you praise the other person's qualities regularly.	30	2.7800	.74713	.13641